

FROM Deputy Ch/TSSG			DATE 13 Jan 1970	
TO	INITIALS	DATE	REMARKS	
DIRECTOR			<p><u>2 to 3 &amp; 1:</u> M</p> <p>- I asked Bud to send a copy to [redacted]</p> <p>- AL - please keep a copy handy for PNS &amp; myself to refer to, if necessary.</p> <p>tt</p>	
DEP/DIRECTOR	3	1/14		
EXEC/DIRECTOR	2	1/15		
SPECIAL ASST	1	1/13		
ASST TO DIR	4	1/13		
ASST TO DEP/DIR				
Feb 5				
CH/PPBS				
DEP CH/PPBS				
EO/PPBS				
CH/IEG				
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EO/TSSG				
CH/SSD/TSSG				
PERSONNEL				
LOGISTICS				
TRAINING				
RECORDS MGT				
SECURITY				
FINANCE				
DIR/IAS/DDI				
CH/DIAXX-4				
CH/DIAAP-9				

Declass Review by  
NIMA/DOD

13 January 1970

MEMORANDUM FOR: Executive Director, NPIC *JK*  
THROUGH: Chief, TSSG, NPIC *JK 1/13*  
SUBJECT: Future Image of EXRAND and NPIC's Role

1. With reference to your 7 December note regarding the future image of EXRAND and NPIC's role. I have compiled the attached comments as recommended on 4 major subjects, I believe that these comments would receive EXRAND membership approval if asked, especially regarding the future Chairmanship.

- a. Chairmanship
- b. Membership/Representation
- c. COMIREX Association
- d. Terms of Reference

2. There remains one problem area which has not been discussed with EXRAND membership - the appointment of Deputy Chairman, currently held by an Air Force full [redacted] DIAXX2, who has held this position for the past 3 years and who plans to retire this spring. My recommendation would be to appoint our Secretariat [redacted] at this time to double hat this Deputy position. [redacted] has the capable and seniority acquaintance with EXRAND to be most acceptable. Politically, he would form a good balance between the Military Chairman/DIA and a Civilian/CIA deputy. Furthermore, [redacted] will need all such nearby assistants and support that a good deputy can give.

3. Subject to your review and approval I would like to pass on to [redacted] an information copy of the attached paper.

*JK*  
Colonel, USAF

Deputy Chief, Technical Services and Support Group, NPIC

Attachment:  
As stated above

Distribution:  
Original & 1 - addressee ✓  
2 - NPIC/TSSG

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Deputy Chief, Technical Services and Support Group, NPIC

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2 - NPIC/TSSG

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17 Dec 69

Chief, TSSG *Jure*  
Deputy Chief, TSSG *[Signature]*



and I have  
had a few brief talks recently  
about the future of EXRAND.

It is apparent to me that  
I need to study the role of EXRAND,  
as well as the participation of  
NPIC in XRAND, over the coming  
months.

I should appreciate very much if  
Bud would write-up his comments,  
frankly and freely, on this subject.  
This would provide us with a valuable  
reference document from "one who  
knows."



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2 January 1970

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#### CHAIRMANSHIP

1. NPIC should assume the leadership role in the Community for the development of equipment, systems and methodology for imagery exploitation. NSCID 8 requires photographic interpretation responses from NPIC and provides the authority for action and performance in that area on a Community-wide basis. One requirement states:

"The NPIC shall engage in or sponsor, as appropriate, the development of specialized equipment for the intelligence exploitation of photography, and shall provide information about such specialized equipment to interested elements of the intelligence community for their own possible use or further adaptation."

Under the National Tasking Plan, NPIC has been assigned R&D responsibilities as follows:

"NPIC is assigned the responsibility for providing imagery interpretation equipment research and development support to all participants directly tasked under this plan. Such support will be confined to the equipment required at major fixed imagery interpretation facilities engaged in the exploitation of imagery acquired in support of national needs. All Research and Development activities undertaken by NPIC in support of this plan will be monitored by COMIREX..."

2. The only way to conceivably carry out these responsibilities is to provide leadership in a coordination effort of the entire exploitation community--This goes hand in hand with the specific requirement to develop specialized equipment within NPIC for NPIC needs. The most effective way to provide coordinated information is to utilize a body such as EXRAND (set up under DCID 1/13) composed of the entire exploitation Community.

✓ 3. NPIC should provide the Chairmanship of EXRAND. This leadership can be manifested in three ways:

a. Provide a permanent Chairman with a permanent steno/secretary.

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b. Provide a permanent Executive-Secretary (Technical Management), a collateral-duty Chairman of Group Chief grade and authority. Provide a permanent steno/secretary.

c. Provide collateral-duty Chairman, Executive-Secretary and steno/secretary, as at present.

4. The full-time Chairman would provide for imaginative and creative leadership, liaison work, coordination, and travel within the Community and to various contracting facilities. The Chairmanship should be expanded, for example, to include leadership in preparation of proposals for EXRAND exploration into technological forecasting for imagery exploitation in R&D. EXRAND, a coordinating media, should unify and guide R&D activities of all elements of the Community participating in the National Tasking Plan.

5. The work can be achieved under a and b above (para 3). Under c, the Chairmanship is limited in time and effort, as well as by "political" or competitive pressures by serving two masters. The c alternative, however, is still a desired method over the converting of the Chairmanship to other agencies. NPIC and the Community can benefit to a great extent by adoption of a or b.

#### MEMBERSHIP/REPRESENTATION

1. The "Imagery Derived System" is an integrated system which includes acquisition, processing, exploitation, interpretation, analysis, reporting and storage/retrieval. EXRAND is a part of that total system; a formal body made up of the R&D-associated elements of the exploitation community--it is an advising body to COMIREX--a coordinating body to the Community. It insures that: (1) the cost of supplying information, (2) the timeliness of creating exploitation devices, and (3) the trade-offs of accuracy, efficiency and credibility are optimum and in support of National Policy.

2. EXRAND Membership, Alternates and Observers should truly represent the imagery exploitation R&D elements of the entire Community. The representation should be technical or technically oriented. Management-level leaders with access to R&D projects and programs are required. Intelligence background personnel are currently involved with the subcommittee, this is productive as long as technical access is achievable.

3. The present composition of EXRAND is generally excellent, but specifically there is some lacking in several agency membership criterion--namely, access to all chain of command elements and to technical knowledge. The technological knowledge is currently accounted for, and coordinated, on a project by project basis by the Technical Task Team under EXRAND. Cost savings in R&D projects as they become available for procurement are being coordinated by the Procurement Coordinating Team. Presently, there is an important gap in addressing future systems, e.g., technological forecasting, interaction and liaison among R&D elements (physical presence of the Chairmanship at the R&D sites, program briefings, etc.) except for the excellent but relatively limited interaction of the Technical Task Team which has a requirement to up-date their report once a year.

4. Constant and consistent attention and action by the Chairmanship will provide solutions to EXRAND Community-wide coordination problems. Only through a permanent Chairmanship can this be fully achieved.

#### COMIREX ASSOCIATION

EXRAND requires the sponsorship of a national organization such as COMIREX to accommodate the breadth of Research and Development activities under its pervue. Departmental sponsorship would tend to direct its activities toward parochial interests and subject it to departmental political pressures. In addition, the association with COMIREX and its subcommittees encourages a national viewpoint which addresses problems in the atmosphere of the total exploitation system rather than as individual components of an unknown whole. The emphasis of COMIREX on imagery exploitation as an intelligence tool is not deemed detrimental to research and development coordination because even intelligence analysts readily recognize the significance of proper equipment when the need for such equipment in the extraction of required information is explained. Hopefully, EXRAND can continue to unify and guide community R&D activities through sound self-evident logic, but, should it encounter a recalcitrant participant in its deliberations, the good offices of COMIREX and USIB are readily accessible for adjudication of the issues.



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TERMS OF REFERENCE

A review of the EXRAND Mission and Functions revealed only one element which is no longer pertinent. Function 4 should be revised to eliminate liaison with ISCIG, an organization which no longer exists. The former ISCIG responsibilities are currently performed by DDR&E which furnishes a very competent observer to EXRAND who attends EXRAND meetings regularly.

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11 April 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Thoughts on COMIREX, EXRAND and NPIC R&D

1. I am in agreement with the thrust of the attached paper (EXRAND-D-1-68, dated 3 April 1968) outlining Terms of Reference for EXRAND.

2. My own views on the main points involved in COMIREX activity in the R&D field are as follows:

a. EXRAND, like COPE before it, is in essence a clearing-house of status reports on R&D projects and programs past, present and future.

b. EXRAND is likewise a channel which can be used to forward requirements from one NTP participant to another.

c. In this regard EXRAND is clearly within rights to establish generalized objectives for a national imagery exploitation equipment R&D effort.

d. EXRAND will have to develop some machinery (I would hope informal and void of ponderous clanking) to assess the progress of R&D work against those objectives, and

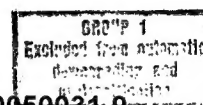
e. Thus be in a position to make periodic reports as to the general adequacy of the R&D effort.

3. There are several things that EXRAND and COMIREX cannot be permitted to become. These are:

a. A mechanism to attempt to whip CIA into providing all the money necessary to meet all requirements for R&D (the fact of life is that resource limitations will always put ceilings on the nice-to-have).

b. A device of convenience to be used by NPIC or others in an effort to improve the prospects (or stack the deck) for approval or funding by higher authority in the Agency, and

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SUBJECT: Thoughts on COMIREX, EXRAND and NPIC R&D

c. A hostile and aggressive court subjecting NPIC or other NIP participants to interrogation or otherwise demanding a detailed justification for projects and budgets.

4. It will help all of us to realize some of the following:

a. NPIC's R&D account is provided from funds from the Agency. Agency R&D as a program category is down near the bottom. Cuts have been applied extensively to Agency R&D within the past two years. Further cuts are possible; limitations are real. R&D money is becoming short in other agencies as well.

b. COMIREX and EXRAND can be of importance to us in helping us to establish priorities for our R&D work. Obviously, this is very important because we will do the most important tasks with available money.

c. For those tasks still deemed important but not possible for us to pursue because of money limitations, EXRAND can help us by serving as a broker in urging other agencies to pick up what NPIC cannot.

d. NPIC will in good faith and with reasonable revelation brief COMIREX and EXRAND in detail periodically on the status of our R&D effort and we will seek always to be in position to explain the decisions we have made and to describe the extent of our funding levels. In general, however, NPIC will not appear before EXRAND to go into this subject until it has arrived at an official NPIC position (there can be some exceptions to this blanket statement). There are times when we will find it of value to request EXRAND judgments and comments as part of the process by which we will ultimately make a decision within the Center.

Executive Director, NPIC

Attachment: a/s

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EX-100-D-1-05  
1 April 1968TERMS OF REFERENCEEXPLOITATION RESEARCH AND DEVELOPMENT SUBCOMMITTEECOMMITTEE ON IMAGERY REQUIREMENTS AND EXPLOITATIONMISSION

Pursuant to the objectives and provisions of DCID No. 1/13, the Exploitation Research and Development Subcommittee (EXRAND) of the COMIREX will:

1. Advise, assist, and as directed, act for the COMIREX in creating an effective interface of imagery exploitation research and development (R&D) of equipment and techniques with projected exploitation activities at the National level.
2. Provide a focal point for the expeditious exchange of information in the interests of ensuring coordinated R&D imagery exploitation equipment procurement programs.
3. Develop a framework within which national imagery exploitation R&D programs can be reviewed and maintain cognizance of the national R&D requirements for organizations tasked by the National Tasking Plan for the Exploitation of Multi-Sensor Imagery (National Tasking Plan).

FUNCTIONS

1. Obtain information on the characteristics and performance of future collection systems to assist in the identification of long-term R&D objectives, and the recognition of mid-term problems concerning imagery exploitation equipment and techniques that require R&D.
2. Prepare and maintain National Imagery Exploitation Research and Development Objectives as the basis for the National Imagery Exploitation Research and Development Program.
3. Review the National Imagery Exploitation Research and Development Program to ensure that it satisfactorily meets the requirements expressed by organizations tasked by the National Tasking Plan, and is in conformance with established National Research and Development Objectives.
4. Submit an evaluation to the COMIREX of the National Imagery

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Exploitation Research and Development Program, identifying gaps in the program and instances of unwarranted duplication. Provide recommendations for corrective action and identify projects which will benefit by standardization and joint procurement.

5. Form such technical working panels as may be necessary to exchange detailed R&D project information, and carry out specialized investigations and studies as directed by the COMIREX.

6. Provide for the broad dissemination of information relating to the test and evaluation of equipment and techniques.

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2 January 1970

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